



## FY09: THE YEAR IN REVIEW

### *Army's Civilian Corps*

Army civilians are an integral and vital part of the Army team. They include both appropriated fund (APF) and non-appropriated fund (NAF) employees. As of September 30, 2009, there were 245,586 US direct hire employees and 23,059 foreign national employees paid from AFs, including those Army civilians in the Civil Works Program. There are also 31,746 NAF employees on board. These civilians are employed in over 550 different occupations with the highest concentrations in logistics, research and development, and base operations functions. Approximately 6,500 civilians were deployed in FY09. Of the 6,500, approximately 1,885 were in support of Operation Enduring Freedom (OEF) and approximately 4,615 were in support of Operation Iraqi Freedom (OIF).

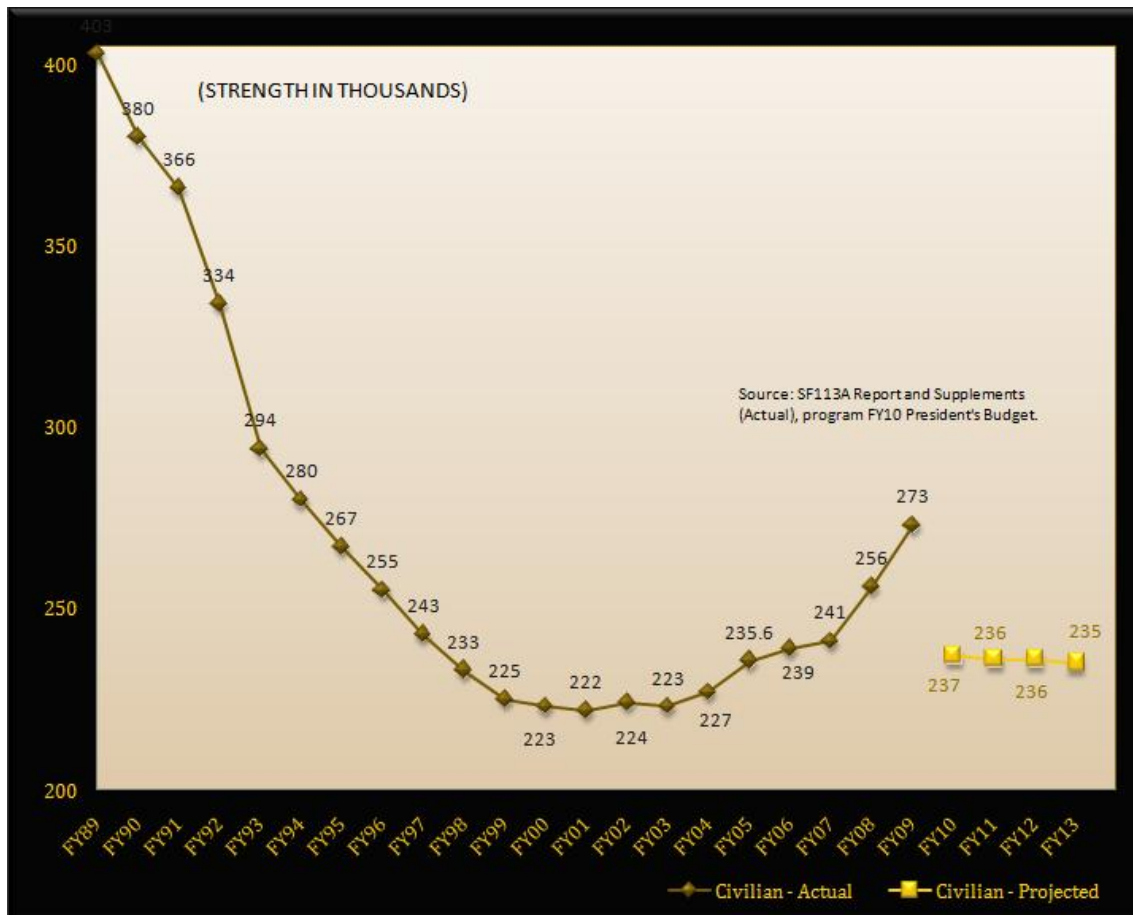


FIGURE 1

The Army civilian workforce increased from FY08 to FY09 by 17,529 employees. Increasing levels of military and heavy operational demand have led to greater reliance on the civilian workforce to provide essential services and support. The FY09 civilian strength exceeded the target by 26,967 employees.

## ARMY CIVILIAN GAINS AND LOSSES

The Army gained more civilians than it lost in FY09 (see Figure 2) when civil functions are included. The size of the Army civilian workforce has stabilized since the drawdown began in 1989 (Figure 1). The average age increased from 42.0 in FY89 to 46.4 in FY09. Tenure increased from 13.5 years in FY89 to 13.9 years in FY09. There were 33,209 optional (voluntary) retirement-eligible Army civilians at the end of FY09. Retirement eligible employees represent 13.6% of the workforce. This is a 11.3% increase over the 29,834 retirement-eligible Army civilians last year. This data includes all active US Citizen Direct Hire Appropriated Fund employees. All gains and losses are included.



SOURCE: WORKFORCE ANALYSIS AND FORECASTING SYSTEM/OFFICE OF PERSONNEL MANAGEMENT

**The following are FY09 highlights of the Assistant G-1 for Civilian Personnel major functional areas:**

### EMPLOYMENT POLICY DIVISION

- Obtained VCSA support and leadership to establish a DA civilian human capital strategy for BRAC. Successful initiatives included conducting two BRAC civilian personnel summits; monthly video teleconferences; and revisions to DoD and DA policies involving reduction in force at BRAC affected installations.
- Developed and presented civilian personnel hiring briefings to the VCSA and CSA for their use in advancing DA initiatives with OSD and marketing civilian employment opportunities.
- Obtained Office of Personnel Management (OPM) approval to extend Schedule A appointment authority in support of Iraq and Afghanistan missions.
- Developed a 90-day pilot program with the U.S. Army Medical Command and the ASA M&RA to hire non-citizens in civilian health care positions.
- Developed a pilot program to develop a selection register for administrative, clerical and human resources technician position vacancies in the Washington, D.C. and Fort Knox, KY commuting areas.
- Issued delegation and implementing guidance to the field for the DoD acquisition expedited hiring authority.
- Authored the legislative proposal which resulted in Executive Order 13473, providing a Federal-wide noncompetitive appointment authority for military spouses.
- Obtained DoD approval to pilot a change to the DoD Priority Placement Program F for Army civilian spouses at Base Realignment and Closure (BRAC) locations.
- Updated and expanded the BRAC Commanders' Smartbook.
- Delegated Direct Hire Authority (DHA) for critical medical skills granted through NDAA FY 2009 and provided guidance for continuing resolution for the authority's continuance.

- Obtained DHA for Laboratory Demonstrations at Edgewood Chemical and Biological and Natick Soldier Research, Development and Engineering Centers.
- Created Workers Compensation handout which is electronically distributed to all civilians currently in Iraq and Afghanistan.
- Published rest and recuperation policy/procedures for deployed civilians.
- Authorized use of administrative leave in conjunction with rest and recuperation.
- Improved processing of deployment denials.
- Obtained authority to increase premium pay cap for Central Command area of responsibility.
- Published revision to uniform allowance rates for civilian employees.
- Created module on Workers Compensation that is now part of the Garrison Pre-Command course.
- Jointly with CHRA, created a 5-day training session on Workers Comp, targeted at the Injury Compensation Program Administrators (ICPAs) in each CPAC. 42 ICPAs were trained in two sessions in August and September.
- Army achieved 90% Timely filing of Workers Comp claims, the best results ever recorded for any DoD agency.

### *PROGRAM SUPPORT DIVISION*

- Processed 180 honorary award actions, 80 non-defense personnel award actions for the Secretary of the Defense Medal for the Defense of Freedom (DFM and 1 (civilian) Secretary of Defense Medal for the Defense of Freedom.
- Reduced Army Incentive Awards processing time from 67 days last year to 26 days this year.
- Conducted Secretary of the Army Annual Awards Ceremony, honoring 26 award recipients.
- Presented the William H. Kushnick award for achievement of an Army employee engaged in the administration of civilian personnel programs resulting in material improvements in service, a substantial financial saving or significant social and/or technological progress to Mr. Joseph A. Levy, Director of the Northeast Region, Civilian Human Resources Agency (CHRA).
- Presented the John W. Macy, Jr. award for demonstrated excellence in the leadership of civilians by an Army military or civilian supervisor to Mr. Edward J. Doucette, of the Warfighter Protection and Aerial Delivery Directorate (WARPAD), and the US Army Natick Soldier Research, Development and Engineering Center (NSRDEC).
- Presented the Nick Hoge Award for the best professional essay to Ms. Karen M. Perkins, Director, Human Resources Management, US Army Resources and Programs Agency, Office of the Administrative Assistant to the Secretary of the Army for her business-based analysis of the many aspects of civilian fitness in her professional paper entitled "Civilian Fitness: A Readiness Enabler."
- The Spirit of Hope award was presented to Still Serving Veterans (SSV) a nationally-recognized center of excellence as a grass roots-level reintegration orchestrator for wounded veterans and their families.
- Freedom of Information Act (FOIA) Backlog of 132 cases closed within 60 days of standing up the FOIA/PA team in PSD.

### *CIVILIAN PERSONNEL EVALUATION AGENCY*

- Conducted on-site NSPS Special Study to evaluate the administration of NSPS throughout Army, including Army-wide and Command analysis of performance ratings and payouts.
- Conducted a review of the Army's Hazardous Duty Pay (HDP) program at the request of the Assistant Secretary of the Army (Manpower and Reserve Affairs) (ASA (M&RA)).
- Conducted a special inspection of the civilian hiring process within the Combined Arms Center (CAC) and tenant units at Fort Leavenworth.
- Provided consultation services to the G-2 in the implementation of their Defense Civilian Intelligence Personnel System (DCIPS) performance management system.
- Managed the AG-1(CP) civilian survey program: Army Civilian Attitude Survey, the Army Exit Survey, the Supervisory Assessment of Civilian Personnel Advisory Center (CPAC) Performance, the Supervisory Assessment of Non-Appropriated Fund (NAF) Human Resource Office (HROs) Performance Survey, the Headquarters Army Material Command G-1 Organizational Climate Survey, and the AG-1(CP) Employee Policy Division Pulse Survey.

- Developed plans for improving the Civilian Leader Improvement Battery (CLIMB), a competency-based leader assessment tool.
- Completed evaluations of NSPS key performance parameter analyses and special studies encompassing recruitment, retention, reassignment, relocation, and performance management as requested by the ASA (M&RA).
- Co-authored DOD guidance on analyzing NSPS results for impact on various demographic groups.
- Completed Continuity of Operations Plan (COOP) updates and essential testing for the G-1 and AG-1(CP) functional missions, emergency staff, and proposed alternate sites.
- Conducted performance rating and payout analyses for Army employees under NSPS performance management system.
- Reported success (GREEN) in achieving one of the President's Management Agenda, Strategic Management of Human Capital goals: less than 45 working days to fill non-Senior Executive Service (SES) critical occupation positions. Through deliberative and concerted efforts, Senior Executive Service positions focused on the quality of hires.

### *CIVILIAN INFORMATION SERVICES DIVISION*

- Maintained network readiness at 99.9% for the entire calendar year.
- Completed the Defense Information Assurance Certification and Accreditation Program (DIACAP) for all Army Civilian Human Resources (ACHR) production systems.
- Implemented Data at Rest (DAR) technology on all remote storage devices at the Hoffman Complex.
- Upgraded the Assistant G-1 Civilian Personnel (AG-1 CP) Headquarters Information Technology (IT) infrastructure to the VISTA operating system at the Hoffman Complex.
- Upgraded ACHR and Army Non-appropriated Fund (NAF) Human Resources Offices IT infrastructure worldwide.
- Accomplished a successful annual COOP Exercise at all 3 ACHR Data Centers.
- Collaborated with DoD, CHRA, and the ACOM transition managers (TM) to plan for and execute NSPS Spiral 23e. Resulted in a 99% conversion accuracy rate.
- Collaborated with DoD, CPMS, G-2, and CHRA SMEs to develop, test, and validate the new functionality of the DCIPS transition. Converted 5,500 employees to a new performance management system with a 99.77% accuracy rate.
- Implemented two new Business Objects data sources. These data sources enabled HR Professionals Army wide to better understand and aggregate data, which resulted in more efficient and effective identification and resolution of issues regarding Quality Control (QC) tickets and the HR to payroll interface.
- Lead on the CENTCOM project for ensuring that the more than 3,000 deployed civilians received their Higher Premium Pay accurately and on time for 2008 and 2009.
- Designed, developed, and implemented an interface from HQ ACPERS for the Civilian Talent Management Office (CTMO), so CTMO could proactively manage GS-15 and equivalent position assignments.
- Implemented a manager/supervisor online data entry system within the CPOL Portal to capture Acquisition specific information on employees and positions used to improve the quality and integrity of Acquisition information for mandated reporting and Human Capital Management purposes.
- Migrated Gatekeeper from within Army Regional Tools (ART) into CPOL Portal as part of an over-arching effort to provide a one-stop shopping for automated Civilian HR services.
- Implemented a Senior Executive Service (SES) productivity tracking system for Civilian Senior Leadership Management Office (CSLMO).
- Designed, developed, and implemented the BRAC Reporting Tool used by senior management to review the incoming BRAC Civilian HR recruiting requirements as well as monitor CHRA's capability in satisfying those requirements.
- Designed, developed, and implemented the BRAC Readiness Tool similar to the NSPS Readiness Tool to be used by CPACs.
- Designed, developed, and implemented the Army Senior Executive Management System (ASEMS).
- Modified Resource Allocation Selection System (RASS) to align with the G-3/5/7 business process.

## *LABOR RELATIONS*

- Provided advice and guidance on representational issues stemming from BRAC and other realignments and reorganizations.
- Developed a representation petition template to be used by all activities in addressing the realignment of the DOIM function from IMCOM to NETCOM.
- Provided labor relations guidance on the implications of collective bargaining in a joint base environment.
- Assisted in the conduct of an Army-wide review of Bargaining Unit Status Codes.
- Conducted national consultation over the implementation of Army's NSPS regulations and policies.
- Provided labor relations guidance associated with the implementation of various programs affecting civilian employees' working conditions (e.g., NSPS, TASER policy, ADPASS, establishment of ACC, electronic financial disclosure reports, and uniform allowances).
- Administered the third LR/MER developmental assignment at HQDA.

## *NONAPPROPRIATED FUND HUMAN RESOURCES*

- Oversaw Army-wide NAF HR operations and provided operational, administrative and technical guidance.
- Participated as a key component player in DoD Joint Basing Committee; provided information on supplemental and implementation guidance as applicable to the NAF workforce.
- Participated in the development of DoD's Enterprise Staffing Solution initiative to streamline and automate the recruitment process across DoD Components.
- Developed a report and calculated turn-over rates within Army NAF compared to other DoD Component NAF activities and private sector in like industries and conducted a briefing on behalf of FMWRC.
- Conducted NAF CHR program reviews at Fort Gordon, Fort Bragg and the Baden Wuerttemberg Garrison in Germany and provided reports of findings and recommendations to IMCOM, FMWRC and CHRA.
- Represent Army NAF on the development of electronic official personnel folder (eOPF) for Army NAF and the automation of entry on duty forms (EOD Forms) with the Army Publication Agency in an effort to move to paperless personnel management.
- Provided policy guidance in reference to employee rights and benefits for NAF personnel who volunteer for deployment to Iraq and Afghanistan in Appropriated Fund Positions.
- Represented Army NAF at the Joint Basing Memorandum Workshops providing interpretation and implementation guidance on HR implementation plan that provided a comprehensive framework for each Joint Basing implementation, captured the most practical methods for transferring Installation Support functions while meeting mission requirements; and provided reports to Deputy Chief of Staff G-1.
- Represented Army NAF on the DoD Joint Basing Committee resolving issues that occurred in phase one and provided changes to implementation guidance in phase two based on lessons learned.

## *ARMY CIVILIAN WELFARE FUND OFFICE*

- Provided \$1.35M in resources to Civilian Welfare Funds.
- Outperformed the Army Banking & Investment Fund by 39%.
- Helped design the layout of six new cafeterias.
- Developed business based solutions for implementation at seven gaining BRAC installations.
- Implemented standardized statement of work and acquisition plans for all concessionaire contracts.
- Civilian Funds' remained in a strong financial position with the current ratio increasing slightly to 7.5:1 from 7.1:1.

## *CIVILIAN HUMAN RESOURCES AGENCY*

- Supported the Overseas Contingency Operations by providing four human resources (HR) specialist volunteers for 179-day deployment assignments to Camp Arifjan, Kuwait and Camp Victory, Baghdad, Iraq ensuring HR advisors were on the ground for the duration of the FY.
- Coordinated over 200 voluntary deployment requests from Army employees to deploy as part of the Civilian Expeditionary Workforce.

- Prepared functional requirements resulting in development of automated tools for use Army-wide to track affected Base Realignment and Closure (BRAC) and In-sourcing Requirements; to monitor and track personnel actions of organizations affected by BRAC; and to monitor the overall HR readiness of completion of BRAC processes.
- Participated with AMC and USACPEA in FLSA complaint determinations required by the Office of Special Counsel.
- Began planning for the future conversion to and implementation of e-OPF.
- Developed and presented the first two successful sessions of a CHRA Basic Injury Compensation Program Administrator (ICPA) training course.
- Worked closely with HQDA Program Manager to improve Army workers compensation pipeline program. Army's Pipeline Program usage resulted in a cost avoidance of over 69 million dollars. This amount more than doubled Army's performance last year and is a DoD record.
- Hosted the annual Department of Defense Inspector General (DoD IG) Fiscal Year (FY) 2009 Audit of Civilian Payroll Withholding Audit and provided post-audit assistance and comment to draft report.
- Coordinated the preparation and processing of regional Information Systems Divisions for DCIPS.
- Implemented the Acquisition Update Tool for the Acquisition Career Program.
- Developed a veteran strategic recruitment plan. The veteran strategic recruitment plan is currently being piloted in the CHRA Southwest region.
- Briefed the VCSA on Army's short-term bridging strategy until a DOD Enterprise Staffing Solution to replace Resumix is available for use.

### *STRATEGIC HUMAN CAPITAL DEVELOPMENT DIVISION*

- Developed draft Human Capital Strategy implementation guidance that incorporates Civilian Development, requirements of the NDAA's, the DoDI 1400.25 and succession planning standards with final release and distribution expected end 2<sup>nd</sup> quarter FY 10.
- Developed a Strategic Workforce Planning course that received the HCMD award and adopted by OPM.
- Published competency validation standards based on job analysis requirements.
- Conducted comprehensive assessments of CP10 for succession planning needs that will be used as a template for all other career programs.
- Developed forecasting techniques to solve problems in strategic planning including attrition forecasting and resource allocation; custom models to support decision makers with problems concerning BRAC movements. Staff was awarded the Modeling and Simulation award.
- Developed and implemented plans for three new system modules within Civilian Human Resource Training Application System (CHRTAS)— Career Mapping; Cost Data Forecasting; and, Intern Program Management.
- Provided technical counsel and support in the implementation of a structured, competency-based approach to strategic human capital planning.

### *HUMAN RESOURCES PROGRAM DEVELOPMENT DIVISION*

- Developed and staffed Army policy to comply with the revised DoD NSPS regulations and Code of Federal Regulations.
- Revised Employee General Notice and worked with Financial Management to develop and issue funding guidance for the 2009 and 2010 NSPS payouts.
- Developed and updated reference guides, bulletins, decision tables, step-by-step guides, bulletins, and tools to assist in conducting mock pay pools, interim reviews, closeout assessments, and early annual and annual ratings.
- Composed NSPS bulletins on pay-setting after a temporary promotion or reassignment outside of NSPS (included a worksheet for field use in pay-setting calculations); pay caps; publication of pay pool results; use of trusted agents and guest participants in the NSPS performance management process; and minimum period of performance.
- Distributed 2009 Army-wide pay pool data, e.g., rating distribution, share distribution, comparisons with 2008 data and DoD-wide data; compiled and examined additional data for leadership (e.g., pay pool funding).
- Army lead and partner with DoD in the development of an Enterprise Staffing Solution (ESS).

- Served as DoD representative to OPM on Human Resources Line of Business initiative.
- Communicated Office of Personnel Management changes throughout Army. Collected and consolidated comments and test application of draft standards.
- Prepared and successfully implemented the Army Referral Bonus Award policies Army-wide. This bonus award is used as a tool in recruitment efforts for hard to fill/mission-critical positions, contributing to readiness efforts throughout Army.
- Updated 60+ PERMISS articles, which serve as authoritative HQDA guidance on specific MER subjects.
- Represented AG-1CP and served as a member in the DA Sex Offender policy review team which led to changes in Army regulations.
- Published the Pandemic Influenza Handbook for Commanders and Managers, and tri-fold which guides senior leaders through planning stages and details actions to take/avoid in the event of a pandemic situation. Published the Army Health Crisis Q&As.
- Served as Army lead in working with OSD in expanding the eligibility of GWOT Medal to include DoD employees, hired under special authorities while Army is the Executive Agent, who deployed to OCONUS in direct support of military operations.
- Obtained delegation of authority to commands to waive annual limits on leave donations.
- Represented Army at DoD Telework meetings to revise DoD's Telework Policy and Guidance.

## REGIONAL PRODUCTIVITY INDICATORS

- HQDA monitors Civilian Human Resources indicators of workload volume and efficiency with a number of systems, reports and reviews throughout the year. In our *Civilian Human Resources FY09 Annual Evaluation* the following statistics are gathered for each Army region: Staffing Quality and Timeliness, Classification, Workforce Sizing, Pay Management, Training, Awards, Cancellations and Corrections.

REGION		SW	SC	NE	NC	WEST	EUR	KOR
Staffing Quality & Timeliness	Recruit/Fills	23,796	17,233	19,253	16,999	20,550	7,986	3,817
	Fill Time (Average Days)	45	52	53	58	66	56	44
Classification Actions	Routine	19,445	13,821	15,635	14,034	17,535	6,227	3,137
	Average Days	3	3	2	4	4	7	2
	Non Routine	3,606	2,871	2,794	2,392	2,445	1,521	586
	Average Days	13	13	16	11	21	10	18
Workforce Sizing	Realignments	9,661	6,313	5,510	13,402	6,723	3,515	845
	A-76 Studies	1	1	2	10	3	0	0
	RIFs	4	4	11	37	1	59	33
	Reorganizations	62	63	35	79	24	68	20
Training	Training Instances	153,392	215,352	218,705	257,743	167,852	10,660	9,510
	Employees Trained	22,560	23,424	24,222	19,998	21,328	3,963	3,338
Pay Management Awards	Pay Problems Resolved	568	360	194	2244	231	131	6
	Average # of Days to Resolve	31	31	48	6	37	19	48
	Monetary	55,999	51,996	50,632	38,073	48,021	17,972	5,371
	\$ Amount	57,002,261	66,434,383	88,801,279	46,740,511	50,731,825	9,694,626	2,486,622
	Non Monetary	9,035	11,440	4,459	5,969	9,271	1,936	4,352
Cancellations		3,451	3,753	3,318	2,579	3,375	1,675	1,076
Corrections		7,010	2,704	4,202	5,514	7,704	2,159	369